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THE
GOVERNOR'S
Award
FOR
QUALITY
AND
PRODUCTIVITY

CELEBRATING

1988 - 2013 **25** Years

2013 Governor's Award for Quality and Productivity—Celebrating 25 Years!

Missouri State Employee Work Teams Recognized for Enhancing State Government

Program Description

The Governor's Award for Quality and Productivity (GAQP) is a team award recognizing service excellence, efficiency, innovation, technology, process improvement, and employee development in Missouri State Government. Teams employed by the State of Missouri, who successfully completes a project with another section, division, department, agency or community organization, are eligible to submit a nomination.

Nominations must provide documentation which may include, but is not limited to, background information, procedures, and measurable impact of the project nominated. All winning projects must meet established requirements of effectiveness, responsiveness, and efficiency of such quality that would make the project a model of excellence in state government nationally.

The GAQP Through the Years

The GAQP was originally established in 1988. At that time, nominations could be submitted for a project that was completed and received department/agency approval. The nominations were reviewed by a Selection Committee based on a set of criteria. Award winners were identified, and sometimes multiple winners were awarded in one criteria area.

Improvements continued to be made to the GAQP over the years. In 2001, the use of specific award categories was introduced. Although this change enhanced and strengthened the GAQP process, more than one team could still be selected as a winner in each category. In 2005, the Selection Committee revised the selection process to only select and award one team project per category. The most recent enhancement to the GAQP program was the implementation of the Pinnacle Award in 2010. The Pinnacle Award is not available for nomination. It is only used (recommended) by the Selection Committee if, in their opinion, the nomination clearly encompasses multiple award categories in a manner that exemplifies the spirit of the Governor's Award, or exceeds all other nominations.

Today the GAQP may recognize one winning team in the categories of: Customer Service, Efficiency/Process Improvement, Innovation, and Technology in Government, to serve as a model of efficiency, quality, and effectiveness for other work teams in Missouri State Government to follow.

This year — the 25th anniversary of the GAQP program — 25 nominations were received for consideration representing thirteen (13) state agencies and several community partners. Today we recognize and congratulate each winning team.

On Wednesday, October 16, 2013 three state employee work teams were awarded the prestigious Governor's Award for Quality and Productivity (GAQP) during a special ceremony held in the Rotunda of the State Capitol Building in Jefferson City.

This year marked the 25th anniversary of recognizing accomplishments that serve as an example of continuous improvement, quality and productivity in Missouri State Government. Twenty-five state employee teams applied for the GAQP in the categories of: Customer Service, Efficiency/Process Improvement, Innovation, and Technology in Government.



Left—Emcee, Nancy Johnston, Director of the Missouri Division of Personnel, gives opens the program and welcomes team members, state officials, dignitaries and guests.



Right: Keynote speaker, Renee Slusher, Deputy Commissioner / General Counsel for the Office of Administration, gives remarks on the winning teams accomplishments.

For more information on this event please contact Denise Osborne, the Event Coordinator, at Denise.Osborne@oa.mo.gov or at 573.526.4554.

The Office of Administration, Division of Personnel's Center for Management and Professional Development is proud to provide the following information about the winning team in each award category.

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Customer Service

MoDot Statewide Customer Service Team

Department of Transportation [MoDOT]



Above left — Roberta Broeker, Chief Financial Officer with MoDOT, gives remarks on the accomplishment of the MoDOT Statewide Customer Service Team. Above right Roberta Broeker [first row second from end on left] and Bryan Scott, MoDOT Commissioner front row on right] and Deputy Director/General Counsel Slusher [back row on left] pose with winning team members.

Facing challenges brought about by the Department of Transportation's [MoDOT] Bolder Five Year Direction [BFYD], the customer service team had to drastically change the way it had operated for nearly 16 years. The BFYD required staffing reductions along with organizational restructuring from ten to seven district locations. An additional challenge was to maintain the high levels of customer satisfaction that MoDOT had been achieving for a number of years. To meet the challenge, a team of customer service staff from each district and the Central office was created to address statewide center staffing, routine call routing, emergency operations, and after-hour calls.

The team worked to put in place a new call routing process. The previous process had calls routing to the district located in the area code of the call's origination. This process allowed callers to speak to a representative who may be quite familiar with the local or regional area. However, this also contributed to callers often waiting in queue for a period of time or being dropped when queue volumes reached a maximum level. Call centers were also only staffed during regular working hours and out of state calls were directed to one single location. Information sources and computer applications were built and maintained to accommodate the district's needs rather than having statewide application. Each of the customer service centers operated somewhat independently of the other and statewide coordination was minimal.

The team's work required a review of the original process and to look for opportunities to not only improve it, but to revamp it to make it work better on a statewide level. Once in place, the system would require employees in any regional office to be able to assist a caller from any location in Missouri or out of state. All of this was to be accomplished with a reduced number of staff and an expectation that more calls could be answered in a faster time along with maintaining the same or higher levels of customer satisfaction. The team developed a new routing process that allowed callers to connect to a local office, but to be routed to another region if waiting time reached the set maximum time. By making this change, callers would not have to wait as long to get a response. This would be especially helpful during emergency events. The team also recommended changes in each call center's operational hours; even expanding the St. Louis office to a 24/7 setup.

With these changes put in place, the citizens of Missouri along with visitors traveling through our state, can receive answers to their inquiries faster and from highly knowledgeable staff. The new process has enabled MoDOT to answer nearly 99 percent of the calls it receives. Citizens can know when they place a call to MoDOT, they will speak to a live person.

MoDOT staff has stepped up and advanced their knowledge and skills. New resources and computer applications are in place to support them as they deliver outstanding customer service politely, clearly and quickly.

For additional information on this team's accomplishment contact Greg Clarkston at 573-526-3087 or Greg.Clarkston@modot.mo.gov or Kelly Backues at 573-751-5985 or Kelly.Backues@modot.mo.gov.

EFFICIENCY / PROCESS IMPROVEMENT

Route 5 Shared Four-Lane Highway Team

Department of Transportation [MoDOT]



Above left— Dave Silvester, MoDOT Central District Engineer gives remarks on the accomplishment of the Route 5 Shared Four-Lane Highway team. Right, Renee Slusher [Deputy Commissioner/General Counsel of Administration] Dave Silvester, MoDOT Central District Engineer, Roberta Broeker, MoDOT Chief Financial Officer and Bryan Scott, MoDOT Commissioner [far left] pose with winning team members.

The Missouri Department of Transportation [MoDOT] has designed an attractive alternative between two – or four-lane roads called a Shared Four-Lane Highway. This unique design provides a cost-effective solution to improve traffic flow, increase safety, and reduce driver frustration from slow moving vehicles.

A Shared Four-Lane Highway consists of passing lanes along a conventional two-lane highway to better accommodate traffic volumes and improves safety. The passing lane alternates between both sides of the highway to give drivers periodic opportunities to pass. In essence, drivers share passing opportunities about half the time with the opposing direction. The addition of a passing lane improves safety because it eliminates the need for a driver to cross into the opposing lane of traffic to pass another vehicle. Rumble stripes between opposing lanes encourage drivers to remain safely in their lanes.

This innovative design is very fitting with MoDOT's philosophy and use of practical design over the last several years. Route 5 is a critical link to moving people and goods and keeping its surrounding communities economically viable. The existing route had become more and more congested as the volume of traffic continued to grow. The highway averaged 8,000 vehicles a day, which was enough to justify a four-lane road under MoDOT's historical benchmarks.

The Route 5 Shared Four-Lane Highway was an effective design alternative to a four-lane road resulting in a much lower cost. A portion of the project was built on new alignment, while the remainder of the project made use of the existing roadbed to minimize the need for new right of way and extensive construction. The project relocated eight miles of Route 5 from just north of Route 7 near Camdenton to south of the Laclede/Camden County line. Additional passing lanes were added to the remaining 10-mile section of existing Route 5 between the Laclede/Camden County line and the City of Lebanon. The Shared Four-Lane Highway carries nearly the same amount of traffic as a four-lane divided highway but cost 60 percent less to build.

The Route 5 Shared-Four Lane Highway was the first of its kind in the state that included design and construction on new alignment. Initially, local citizens believed a four-lane divided highway was the only option to expanding the corridor. However, as a result of this project, the opinion of Missourians in the Lake of the Ozarks area has changed. They are open to the concept of a shared four-lane and believe the design will satisfy other highway improvement needs. Travelers from all around Missouri who drive this route have an appreciation for the shared four-lane. Most importantly, the shared four-lane design has proven to be very effective at improving safety and reducing crashes.

For additional information on this team's accomplishment contact Nicole Hood at 573-526-6997 or Nicole.Hood@modot.mo.gov or Kelly Backues at 573-751-5985 or Kelly.Backues@modot.mo.gov.

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INNOVATION

Potosi Correctional Center Reintegration Unit

Department of Corrections



Above left George Lombardi, Director of the Dept. of Corrections, gives remarks on the accomplishment of the Potosi Correctional Center Reintegration Unit. Right center front—George Lombardi [Director of the Dept. of Corrections] and Renee Slusher, Deputy Commissioner / General Counsel of the Office of Administration [second row, left] pose with winning team members.

Since the 1990's prison populations in Missouri have increased dramatically. During this same period, community mental health services have dramatically decreased. This resulted in the Missouri prison system becoming over crowded with offenders, many of whom suffer from mental health illness. This in turn caused a sharp rise in rates of misbehavior and violence within the facilities. In response to what many perceived as unmanageable prisons, the Department of Corrections often turned to lock down and administrative segregation as a way to manage the violence and misbehavior. States have realized that not only were long-term administrative segregation units expensive to maintain, but recidivism rates as well as suicide rates had risen. Studies have shown that utilization of long-term segregation to curb violent behavior has not been successful, and the idleness and isolation tended to amplify and even create psychiatric conditions and/or symptoms.

In early 2009, dialogue began at the Potosi Correctional Center about the possibility of providing long term programming to offenders mandated to solitary segregation confinement. Although the discussion seemed to be a lofty idea at the time, the idea was in line with the nationwide trend of decreasing the amount of segregated offenders. By early 2011 a written proposal had been submitted for consideration and by April 2011 a strategic plan was established.

A treatment team initially comprised of eighteen staff members from various departments and disciplines met with the common goal of reintegrating segregated offenders into general population. Staff discussions were held to answer questions and address any challenges to be faced. The most common concern expressed was the safety of offenders and staff. The proposal was to allow offenders who had committed brutal assaults or had committed murder while incarcerated an opportunity to be released back into the general population.

The group devised a multidisciplinary approach in which each offender would be evaluated and programming tailored to their individual needs. It was established that each discipline would have an equal say in both the progression and regression of the offender through the process. Safety protocols were put in place in the programming rooms, and specialized seating was established for both programming and recreation.

In October 2011, offenders began to arrive for the program. Each offender was initially assessed and was provided IQ testing if not already available. After this assessment, offenders were assigned to programming appropriate for their needs. In some instances, this programming had to be developed. Offender progress through the classes was monitored, as well as their behavior and conduct. Modifications to classes and privileges were made as offenders earned or forfeited them through conduct.

Recurring benefits of utilizing this process are not only measured by a consistent decrease in conduct violations, uses of force, staff injuries and property damage, but also by the noted increase in appropriate offender behavior. Prior to utilizing this process, isolated offenders were warehoused in the segregation unit with little to no social interaction. The Department has shown through this program that offenders can be reintroduced safely into population.

For more information on this team's accomplishment contact Troy Steele at 573-438-6000 or Troy.Steele@doc.mo.gov or Mary Ann Reeter at 573-526-6553 or MaryAnn.Reeter@doc.mo.gov.

RECEPTION

Following the Award Ceremony a reception for team members, their invited guests, state officials and dignitaries was held on the 3rd Floor of the Capitol Rotunda



Above and below: Reception attendees enjoyed petit fours, cookies, philo cups filled with pimento cheese and chicken salad, brownies, nuts, mints and punch.



Below: Attendees at the reception enjoyed music provided by Jefferson City High School trio members

Violin: Amanda Baker
Greg Treiman

Cello: Rowan Bond

